CHAPTER 1 - THE FIELD OF ORGANISATIONAL BEHAVIOR

Define Organisational Behaviour

"The multi-disciplinary field that seeks knowledge of behaviour in organisational settings by systematically studying individual, group and organisational processes"

Describe the major characteristics of the field of OB
- OB applies the scientific method to practical managerial problems - Uses research and knowledge to generate empirical research in order to study the effects of organisations on people and people on organisations.
- OB Focuses on three levels of analysis: individuals groups and organisations - All 3 levels must be considered to fully comprehend the complex dynamics of behaviour in organisations
- OB is multidisciplinary in nature - Draws on psychology (individual-orientated); Sociology (group-orientated) and organisational quality (management-oriented)
- OB seeks to improve organisational effectiveness and quality of life at work - Theory X view of employees (lazy and irresponsible) vs. Theory Y (employees are willing to work hard when the right conditions prevail)
- OB assumes that there is no "one best" approach - There is no one best way to motivate, lead and make decisions

Distinguish between Theory-X and Theory-Y philosophies of management

The traditional Theory X orientation towards people is far more negativistic than the contemporary Theory Y approach, which is widely accepted today. Some of the key differences between these management philosophies are: -

- Distrusting   -   Accepting promotes betterment of HR
- Basically lazy   -   Need to achieve and be responsible
- Disinterested   -   Very interested in working
- Work when pushed   -   Work when appropriately trained and recognised

Identify the socioeconomic conditions that help shape the field of OB

Socioeconomic conditions - *"Changes in people and the business environment"*

Organisations - *"a structured social system consisting of groups and individuals working together to meet some agreed-upon objectives."*

OB recognises that organisations are open systems that are self-sustaining - they continuously

transform inputs to outputs. Some conditions affecting them are: -

- Automation and downsizing
- Outsourcing and offshoring
- The virtual corporation
- Telecommuting

Describe the historical roots of the field of OB

Came out of a desire of industrialists to improve worker productivity. Frederick Winslow Taylor studies workers in steel mills in the 1880's to redesign worker processes. He later published 'Scientific Management'. It also focused on the roles of employees as individuals - (1) He recommended that employees be carefully selected and trained and (2) Increasing wages would motivate workers.

Then came Frank & Lillian Gilbreth who pioneered 'Time and Motion Studies' - designed to optimise workers' individual movements.

Later the Human Relations Movement era came. This focussed on the non-economic, social factors operating in the workplace. This was the effect of illumination on productivity study - productivity raised just because the workers thought they were getting special attention.

Characterise the nature of the field of OB study

- Cross-cultural aspects of behaviour (global society)
- Unethical behaviour in organisations
- The study of the body and mind in relation to OB
- Racial and ethnic diversity
- Alternative work arrangements (no longer 9-5)
- Working in teams
- Unrelenting change

CHAPTER 3 - INDIVIDUAL PROCESSES: PERSONALITY, SOCIAL, PERCEPTION AND LEARNING

Define what is meant by personality

"The unique and relatively stable pattern of behaviour, thoughts and emotions shown by individuals"

Describe personality's role in determining behaviour

People's behaviour is the result of the joint influence of <u>personality</u> and the situation or context in which the behaviour occurs. Almost always, a blend of these two factors occurs although one factor may dominate the other.

Describe various personality dimensions that are responsible for individual differences in organisational behaviour

- <u>Extraversion</u> - A tendency to seek stimulation and to enjoy the company of other people (energetic, enthusiastic, sociable and talkative)
- <u>Agreeableness</u> - Compassionate towards others (good natured, cooperative, trusting and helpful)
- <u>Consciousness</u> - Shows self-discipline and to strive for competence and achievement (well organised, competent, self-disciplined, responsible)
- <u>Neuroticism</u> - Tends to experience unpleasant emotions easily (poised, calm, composed , non-hypochondriacal)
- <u>Openness to experience</u> - A tendancy to enjoy new experiences and new ideas (imaginative, witty, and having broad interests)

Define Social perception

"The process of integrating and interpreting information about others so as to accurately understand them"

Explain the processes by which people come to make judgements about what others are like

We focus on the differences between ourselves and other individuals as well as members of other groups. We also questions to make assessments of people's qualities and why they behave the way they do).

Describe Social Identity Theory and Kelley's Theory of Attribution

Social Identity Theory - The way we perceive others and ourselves is based on both our unique characteristics (i.e. personal identity) and our membership in various groups (i.e. social identity). We identify ourselves based on our uniqueness in a group.

Kelley's Theory of Attribution - We base our judgements of internal and external causality on three types of information: -

- Consensus - if we behave similarly to someone else then it's high;
- Consistency - if we act similarly to someone else then it's high;
- Distinctiveness - if someone behaves the same in other situations then it's low

Identify the various biases that make the social perception process imperfect

- Fundamental attribution error
- The Halo Effect
- Stereotypes
- Self-fulfilling prophecies (Pygmalion - positive; Golem - negative)

Define learning
"A relatively permanent change in behaviour occurring as a result of experience"

Describe the kinds of learning the occur in organisations

- Operant learning - Learning through rewards and punishments. The steps are: Antecedents / Behaviour / Consequences
- Positive Reinforcement - The process by which people learn to perform acts leading to such desirable outcomes
- Negative reinforcement - The process by which people learn to perform acts leading to the avoidance of such undesirable outcomes
- Punishment - Involves presenting an undesirable or aversive consequence in response to an unwanted behavior
- Extinction - The link between a behaviour and its consequences also may be weakened by withholding reward

Explain various ways in which principles of learning is used in organisations

Promote: -